DOCUMENT RESUME

ED 461 170 EA 031 452

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TITLE Partners in Progress: Strengthening the Superintendent-Board Relationship. New Directions for School Leadership.
SPONS AGENCY Harvard Univ., Cambridge, MA. International Network of Principals' Centers.
REPORT NO No-12
ISBN ISBN-0-7879-4856-9
ISSN ISSN-1089-5612
PUB DATE 1999-00-00
NOTE 85p.; Published quarterly.
AVAILABLE FROM Jossey-Bass Inc., 350 Sansome Street, San Francisco, CA 94101-1342 ($25 plus $5.50 shipping and handling). Tel: 888-378-2537 (Toll Free); Fax: 800-605-2665 (Toll Free); Web site: http://www.josseybass.com.
PUB TYPE Books (010) -- Opinion Papers (120)
EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS *Board Administrator Relationship; Boards of Education; Collegiality; Cooperation; Elementary Secondary Education; Interprofessional Relationship; *Leadership; *Management Teams; Superintendents; Teamwork

ABSTRACT

This book contains eight articles that explore the relationship between school superintendents and boards of education. In the first article, "Partners in Progress," Matthew King explains that superintendents and boards can model the values and behaviors that they espouse for students and staff when they collaborate. The second article, "Public versus Private Boards: Are They Different?," Daniel S. Cheever, Jr. argues that a skillful chair is critical for effective governance of organizations. In the third article, "Lessons in Leadership," Irwin Blumer, a superintendent, considers the building blocks of successful leadership. Next, in "Communicating with the School Board: Some Practical Observations," Mark C. Smith discusses the need for free flow of information between superintendents and boards. Following this, "A View from Both Sides of the Table" by Harry A. Galinsky, argues that collaboration between boards and superintendents is central to improving student achievement. The sixth article, "Cultural Change at the State Level" by Elizabeth M. Twomey, New Hampshire's commissioner of education, reflects on conflicts that have characterized development of the state's educational policy. In the seventh article, "Minority Student Achievement and Public Discourse," Allan Alson claims that greater candor in public discourse offers hope in resolving disparities in academic achievement. Finally, in the last article, "The Authentic Leader: Surviving and Thriving in Difficult Times," Robert Evans contends that school leaders often have more power and leeway than they use. (RT)

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